COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK Procurement Office 615 West 131st Street • MC 7501 • New York, NY 10027

Dear Supplier:

Columbia University highly values its suppliers and appreciates the outstanding goods and services they provide to the University. We strive to treat all suppliers fairly and respectfully.

Suppliers sometimes seek to express their appreciation for the University's business, especially during the holiday season. To avoid even the appearance of a conflict of interest, and to demonstrate our commitment to the highest standards of conduct in relation to all suppliers and potential suppliers, employees of the University do not accept gifts of any kind from suppliers. Suppliers can best convey their appreciation by continuing to promptly provide high-quality goods and excellent, reliable services at the most competitive cost.

We thank you for your understanding and support of this policy. We look forward to continuing our productive working relationship in the years ahead, and wish you and your employees a safe and joyous holiday season.

Sincerely,

Hugh A. Horowitz

Assistant Vice President, Procurement Services

Columbia University